

Fill the Gap

Annual Report 2016



*Court Services Division
Administrative Office of the Courts
Arizona Supreme Court*

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ARIZONA SUPREME COURT FILL THE GAP

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CRIMINAL CASE MANAGEMENT REENGINEERING

Introduction

Pursuant to A.R.S. § 12-102.01 (D), the Supreme Court reports annually “to the governor, the legislature, each county board of supervisors, the joint legislative budget committee and the Arizona Criminal Justice Commission on the progress of criminal case processing projects and the enforcement of court orders, including the collection of court ordered fees, fines, penalties, assessments, sanctions and forfeitures.” Arizona Revised Statutes § 12-102.02 (D) also requires the Supreme Court to report annually on the expenditure of fund monies for the prior fiscal year and the progress made in improving criminal case processing.

Historically, federal, state and local governments made substantial investments in placing more police officers on the street and building more prisons. These efforts sought to increase public safety, but also created a backlog in the rest of the criminal justice system. In essence, funding targeted the front and back of the criminal justice system, creating a “gap” in the middle. Funding for those entities in the “gap” did not keep pace. The Fill the Gap initiative was intended to address this problem. In 1997, the Administrative Office of the Courts (AOC) convened a work group of stakeholders (superior court, clerk of superior court, justice courts, county attorney, public defender and indigent defense counsel) in the criminal justice system to develop a strategy to secure funding from the legislature to fund the “gap.” The funding that resulted from this initiative continues to aid in the progress of accomplishing a number of improvements in criminal case processing throughout Arizona.

Case Processing Standards

Rule 8.2 of the Arizona Rules of Criminal Procedure establishes timelines for processing criminal cases as follows: 1) For in-custody defendants, the time to disposition is within 150 days from the date of arraignment; 2) For out-of-custody defendants, the time to disposition is within 180 days from the date of arraignment; 3) If the case is categorized as complex, the time to disposition is within 270 days from arraignment; and 4) For defendants charged with first degree murder in which the state has filed an intent to seek the death penalty, the time to disposition is within 18 months from arraignment. Rules of

criminal procedure specifically address the protection of defendants' rights in individual cases.

The National Center for State Courts (NCSC) published the *Model Time Standards for State Trial Courts* in 2011. The Arizona Judicial Branch embraced their concepts and set out to adapt them for Arizona by establishing the Steering Committee on Arizona Case Processing Standards through Administrative Order 2012-80. This Steering Committee reviewed the national model time standards, statutory requirements, court rules, and business processes of Arizona courts and recommended case processing standards for all case types in the municipal, justice, and superior courts. Administrative Order 2014-108 adopted time standards for felony cases as follows:

- 65% of cases should be disposed within 90 days
- 85% of cases should be disposed within 180 days
- 96% of cases should be disposed within 365 days

Case processing time standards are put in place to address an overall workload perspective for performance standards.

Funding Sources

Arizona Revised Statutes § 41-2421, enacted in 1999, created three main funding sources for Fill the Gap efforts: a state general fund appropriation; a seven percent Fill the Gap surcharge; and a five percent set-aside of funds retained by local courts when revenues exceed the 1998 benchmark. It should be noted that counties with populations exceeding 500,000 (Maricopa and Pima) have not been eligible for general fund appropriations since fiscal year 2005 as directed by legislation. The 7% surcharge earmarked for the courts is deposited in the State Aid to the Courts Fund and administered by the AOC pursuant to A.R.S. § 12-102.02. The five percent set-aside funds are collected by the courts, kept locally, and approved by the Supreme Court for local court use.

In addition to the general fund appropriation being eliminated in fiscal year 2009, over half a million dollars have been swept from this fund to assist with the state budget deficit between fiscal years 2009 and 2016. Maintaining staffing and resource levels continues to be a struggle for many courts due to lack of funding at all levels, making initiatives for improvement difficult to achieve.

County Project Overview

As defined by statute, the purpose of the State Aid to the Courts Fund is to provide state aid to the superior court, including the clerk of the superior court, and the justice courts in each county for the processing of criminal cases.

Within each county, the presiding judge of the superior court, the clerk of the court and the presiding justice of the peace must develop a plan, in coordination with the chairman of the county board of supervisors or their designee which is submitted to the AOC. The proposed plan details how the funds will be used, how the plan will assist the county in improving criminal case processing and specifically how each court entity will use the funds.

Counties may apply to use the funds for any purpose that improves criminal case processing. Solutions in each county are different due to varying constraints such as funding, caseload size, staffing, geography, and interaction with local criminal justice agencies. Considering funding sweeps, some of the less populous counties had previously chosen to allow funds to build over time until a balance of funds was sufficient to implement meaningful projects. The following is a list of accomplishments for the counties receiving Fill the Gap funds in fiscal year 2016.

Apache County

The Superior Court in Apache County continues to improve court processes with greater use of technology. The Superior Court provided a new scanner to the Puerco Justice Court in 2016 using Fill the Gap funds, and has postponed providing a scanner to the Chinle Justice Court during construction of a new court building. Wiring has been completed for all video conferencing equipment, and video cameras with audio capabilities have been installed in all justice courts, the jail, and the Superior Court. Initial appearances using this new equipment are scheduled to begin in September 2016. Fill the Gap funds also pay for 75% of the county's computer, network and case management system (ACAP) support and maintenance fees. The field trainer continues to play a key role in assisting courts in processing criminal cases by providing training to assist in identifying workflow process issues, and where data clean-up is needed. The field trainer also continues to provide hands-on training which establishes greater uniformity of practice and procedures across the limited jurisdiction courts, ensuring that criminal cases are processed in the most efficient manner. Efforts continue in improving the Time to Disposition statistics. In order to achieve this goal, Apache County is applying for Fill the Gap monies to pay part of the salary and ERE for a judge pro tem, bailiff, AZTEC field trainer and a full-time justice court clerk. Apache County anticipates a number of conflict cases, most of which will be criminal, and expects the new Presiding Judge, who has served as a Deputy County Attorney, to handle these cases. In fiscal year 2016, 47% of felony cases are being disposed of within 90 days, while 73% of cases are being disposed of within 180 days, and 92% of cases are disposed of within 365 days, with an average of 306 days to adjudicate all criminal felony cases.

Cochise County

The Superior Court in Cochise County continues to focus on Early Resolution Court and the Deferred Incarceration Sanction Program in an effort to improve criminal case processing. Fill the Gap funds one presentence investigator, who is responsible for completing presentence interviews and reports. Presentence reports are an important part of criminal case processing as the information is a useful resource for judges to complete sentencing hearings more efficiently. Fill the Gap funding also supports the use

of Justice of the Peace Pro Tempore to allow judicial officers to attend mandated training and conferences. The Justice Court requests continued funding for a probation officer to supervise domestic violence and other special needs offenders. The Court also established a relationship with the Veteran's Administration to ensure that court-involved veterans have continued access of care; this functions predominantly as a diversion program. The Court continues to utilize technology, as shown by the use of interactive video conferencing for many of the hearings within its consolidated arraignment calendar. In fiscal year 2016, 66% of cases are being disposed within 90 days, and 85% of cases being disposed within 180 days, and 97% of cases are disposed of within 365 days, with an average of 93 days to adjudicate all criminal felony cases.

Coconino County

Coconino County continues to use Fill the Gap funds to provide partial funding for DUI and drug specialty courts, including monitoring of DUI/Drug Court participants by the probation department. Coconino County has found these programs to be successful, as they reduce the rate of recidivism for alcohol and drug related cases in the superior and justice courts. Participants are high-risk/high-need defendants who receive intensive community based treatment, strong judicial oversight, alcohol/drug urinalysis tests, and probation supervision, and are also required to participate in support groups. During fiscal year 2016, DUI/Drug Court provided intensive treatment to 133 participants, and of the 5,088 urinalysis tests given during the fiscal year, 97% reflected no illicit substances. The proportion of participants re-arrested while still involved with the program was 17%. In fiscal year 2016, 36% of felony cases are being disposed of within 90 days, while 65% of cases are being disposed of within 180 days, and 94% of cases are disposed of within 365 days, with an average of 154 days to adjudicate all criminal felony cases.

Gila County

Gila County's Fill the Gap funding to support the Payson network upgrade project was extended into fiscal year 2016 due to delays caused by permit issues to install a radio tower on Mount Ord. The goal of this project was to improve network speed for the Payson court-user by utilizing "GovNet" communication services. As of the close of fiscal year 2016, no further advancement with this project materialized and funds were reverted back to the AOC. Gila County continues to focus on improving technology, utilizing the remaining Fill the Gap funds to pay for the county's ACAP support and maintenance fees to support their case management system. Covering the device costs of one scanner per court allows all of Gila County's limited jurisdiction courts to participate in the "Disconnected Scanning" program. This has been especially beneficial for the financially pressured municipalities in Gila County, ensuring the courts are better prepared to implement digital document management practice while building up a digital database for the subsequent migration to AJACS. Court staff have observed cost-savings and improved work efficiency as a result of the enhanced automated processes. In fiscal year 2016, 35% of felony cases are being disposed of within 90 days, while 81% of cases are being disposed of within 180 days and 100% of cases are disposed of within 365 days, with an average of 120 days to adjudicate all criminal felony cases.

Graham County

The Superior Court in Graham County continues to fund a Judge Pro Tempore and a pre-trial services officer using Fill the Gap funds. The Judge Pro Tempore provides coverage, allowing the presiding judge to hear more complex criminal cases, and also handles conflict criminal cases and settlement conferences. The pre-trial services officer provides supervision, compliance monitoring, reporting, and hearing notification services for pre-adjudicated adult criminal defendants. Fill the Gap funds were also used to pay for the county's ACAP support and maintenance fees which include the support of their case management system. In fiscal year 2016, 42% of felony cases are being disposed of within 90 days, while 72% of cases are being disposed of within 180 days, and 92% of cases are disposed of within 365 days, with an average of 145 days to adjudicate all criminal felony cases.

La Paz County

With fifty percent of the case filings in La Paz County being criminal, the Superior Court in La Paz County continues to utilize Fill the Gap funds for personnel to aid in improving and expediting criminal case processing. Funds have supported portions of three staff positions which include the field trainer, a presentence investigator, and a network support administrator. The field trainer provides standardized training to superior, justice, and municipal court personnel in entering criminal cases into the case management systems; monitoring case aging reports; providing assistance in keeping and reporting statistics; and developing directives for data clean-up. The presentence investigator completes presentence reports within the 48 business hour statutory time frame 98% of the time. The network support administrator provides the technical support to ensure the courts are able to maintain and provide accurate criminal case data monitoring and reporting in the superior court's case management system. The use of Fill the Gap funds allows cases to continue to be processed in accordance with applicable rules and statutes. In fiscal year 2016, 23% of felony cases are being disposed of within 90 days, while 52% of cases are being disposed of within 180 days, and 87% of cases are disposed of within 365 days, with an average of 156 days to adjudicate all criminal felony cases.

Maricopa County

Maricopa County funds various personnel who aid in early case management and dedicated case processing. The court uses Fill the Gap funds for criminal case processing by effectively evaluating offenders and by assigning cases for dedicated case processing. Advances were made in criminal case processing using Fill the Gap funds for resources which maintained existing processes and developed new processes for felony case processing. In fiscal year 2016, 41% of felony cases are being disposed of within 90 days, while 69% of cases are being disposed of within 180 days, and 90% of cases are disposed of within 365 days, with an average of 129 days to adjudicate all criminal felony cases.

In collaboration with the Clerk's Office, the Superior Court has managed to successfully develop the following programs to enhance criminal case processing:

Reporting and Case Management

- The Clerk's Office received funding for 48 positions, comprised of 22 Courtroom Clerks, 2 Courtroom Services Supervisors, 22 Justice System Clerks, and 2 Justice System Clerk Leads.
- The Clerk's Office continued using funds to support court clerks who perform mandated functions directly related to criminal case processing such as covering criminal calendars, recording court proceedings, transcribing notes, and recording and securing exhibits.
- The Clerk's Office also funded document management and clerical staff who provide resources for case filing, docketing, scanning, and related document management processes for criminal cases.
- The Superior Court received funding for 30 positions, comprised of 4 Bailiffs, 4 Commissioners, 4 Judicial Assistants, 4 Judicial Clerks, 11 Judicial Clerk Associates, 3 Judicial Clerk Supervisors, and contract court interpreters.

Centralized and Dedicated Case Processing

- There were 15,245 cases filed with the Early Disposition Court (EDC) and Regional Court Center (RCC) in fiscal year 2016. This court provides a forum for centrally processing felony preliminary hearings, pleas and arraignments. All in-custody RCC defendants are scheduled for the downtown location to help balance calendars, with more out of custody defendants being shifted to the Southeast Regional RCC based on zip code.
- The Probation Adjudication Center (PAC) processed over 14,262 revocation arraignment cases during fiscal year 2016, an increase of 5% from fiscal year 2015.
- The Initial Appearance Court heard 73,580 cases in fiscal year 2016 and runs eight daily calendars continuously.
- The Post-Conviction Relief Unit is centralized within the Criminal department. There, 1,301 petitions for Post-Conviction Relief were completed, which was almost 6% more than fiscal year 2015.
- Six Master Calendar Commissioners heard 28,873 matters which included initial pretrial conferences, comprehensive pretrial conferences, non-witness violations, changes of plea, settlement conferences, sentencing and trials.
- Settlement Conference on Demand allows attorneys to contact staff and obtain settlement conferences without contacting multiple judicial divisions. The average number of monthly requests received was 222 in fiscal year 2016.

- The public information desk responded to 58,394 phone calls, 37,201 walk in customers, and 2,923 monolingual Spanish speaking customers during fiscal year 2016.
- The Not-Guilty Arraignment calendar heard a total of 13,644 cases in fiscal year 2016. The Initial Appearance by Summons Calendar heard an average of 488 defendants a month. The Bond Forfeiture calendar processed 1,730 matters, resulting in \$2,004,306.50 in bonds forfeited by the posting party during fiscal year 2016.

Mohave County

Mohave County uses Fill the Gap funds for personnel and operating expenses to aid in improving and expediting criminal case processing, including a court commissioner, judicial assistant, courtroom clerks and contract court reporters. The court commissioner manages the revised case assignment system to redistribute heavy dockets and enhance the processing of criminal matters. In fiscal year 2016 the commissioner was assigned 648 cases. Clerks provide the additional resources needed for case preparation, operation and follow-up on court activities. Contract court reporters provide greater flexibility for court divisions and court commissioners to preside over criminal court proceedings as required by statute. These resources support the court's efforts to improve workflow and case processing times. In fiscal year 2016, 34% of felony cases are being disposed of within 90 days, while 65% of cases are being disposed of within 180 days, and 90% of cases are disposed of within 365 days, with an average of 130 days to adjudicate all criminal felony cases.

Navajo County

Navajo County continues to use Fill the Gap funds for a judge pro-tempore, court reporter, caseflow manager, court services coordinator, on-call interpreter, and other court support personnel to assist in the criminal case processing efforts. The courts continue to utilize these positions to improve coverage for the court's criminal calendar, which has reduced case continuances and improved case-processing time to disposition. The judge pro-tempore conducted pretrial hearings, change of pleas and trials on criminal matters and the caseflow manager provided data tools to assist judges in decision-making tasks on pending cases. The funded court services coordinator in the justice court provides quality management data and monthly caseflow management reports to the judges and staff, with information on pending court proceedings and past case continuances. The information provided by the caseflow manager is used as a tool to maintain focus on time limits and DUI case processing time standards. Access to judge pro-tempore, court reporters and on call interpreters has aided case processing by providing consistent and reliable coverage for the criminal calendar. The number of court related events aided by interpreter services increased by 9% in fiscal year 2015, for a total 643 court related events. In fiscal year 2016, 38% of criminal cases were disposed within 90 days and 71% of cases were disposed within 180 days, and 94% of cases are disposed of within 365 days, with an average of 323 days to adjudicate all criminal felony cases.

Pima County

Pima County continues to improve technology through electronic data sharing to expedite processing of criminal cases and reduce time to disposition. This is accomplished by improving case evaluation and management to reduce the time between court events. Pima County Fill the Gap projects continue to improve timely notification of grand jury indictments to detention personnel and defendants, streamline presentence processing and minute entry distribution, improve criminal case disposition reporting, improve collection of fines and fees and utilize technology to enhance overall court operations, saving time and money. In fiscal year 2016, 37% of felony cases are being disposed of within 90 days, while 75% of cases are being disposed of within 180 days, and 93% of cases disposed of within 365, with an average of 162 days to adjudicate all criminal felony cases.

Pima County continues to improve criminal case processing through various approaches with workflow management and the expanded use of technology.

- The Pretrial Services Intake Unit of the Superior Court is responsible for screening all arrestees, conducting background investigations and submitting recommendations regarding each person's eligibility for non-financial release at the initial appearance. In fiscal year 2016, over 99.5% of cases had a report filed with the court.
- Fill the Gap funded a pro tempore judicial division which adjudicated 25% of the criminal bench workload, totaling 1,366 cases, in fiscal year 2016.
- The assessment center of the Adult Probation Department prepares presentence reports on all felony cases adjudicated in the Superior Court. The number of presentence reports conducted for fiscal year 2016 was an average of 120 per officer.
- Pima County Consolidated Justice court funds two adult probation officers who are assigned to supervise justice court defendants convicted of DUI, extreme DUI and domestic violence offenses. Their responsibilities also include completing presentence investigations and reports, ensuring defendant compliance with probation conditions, and preparing petitions to revoke and/or arrest probationers when required.
- Pima County Consolidated Justice Courts continued funding one of five staff assigned to the phone team to handle incoming criminal traffic telephone inquiries and process credit card payments by phone. In fiscal year 2016, phone teams had an average wait time of four minutes and an abandonment rate of less than eight percent.

The Pima County Consolidated Justice Court continued to fund a programmer analyst to further advance the court's case management system plan and case processing. This includes creating court documents (i.e., minute entries, orders, etc.) and interacting with e-filed documents. EDocs retrieves, inserts, and

updates data in the court's case management program, Agave, reducing and eliminating duplicate data entry. EDocs also automates document distribution, including emailing document images.

- Pima County Consolidated Justice Courts utilized Fill the Gap funding to pay for a service agreement with the Sheriff's Department to process appearance bonds.
- Pima County Consolidated Justice Courts continue funding of a dedicated Spanish language interpreter to provide interpreting services necessary to meet the demands of the court's criminal and DUI caseloads. In fiscal year 2016 the interpreter provided services to 1,001 court events and coordinated American Sign Language and other language interpreting services as needed. This position has improved the quality and consistency of translation services through better scheduling management, thereby reducing delays in criminal case processing.
- A judicial security officer was assigned to the domestic violence specialty court to reduce the overall workload that was frequently placed on security staff. This position escorts detainees to the Pima County Sheriff's Department detention center and escorts victims to their vehicles when needed. The presence of a security officer in the courtroom helps reduce the likelihood of violence in situations where litigants are emotionally charged. In fiscal year 2016, the security officer performed 1,855 vehicle escorts and requests for officer courtroom presence, detained 69 individuals, and responded to 24 medical emergencies.
- Pima County Consolidated Justice Court, Green Valley Justice Court and Ajo Justice Court shared costs for maintaining a twice-daily initial arraignment program held at the Pima County Jail in partnership with the Superior Court and Tucson City Court. There were 159 initial appearances in fiscal year 2016.
- The Clerk of the Court continued to utilize a case document processing center that organizes the distribution of minute entries, presentence reports, and the imaging and storage of criminal case and other hard copy documents. The Document Processing Unit continues to process minute entries within 3-4 hours of receipt. Minute entries are distributed on the day they are received, resulting in a "no backlog" status.
- The AZTEC field trainer ensured ongoing standardized training for all courts within the county, as well as the monitoring of case aging reports. The field trainer continues to devote time to training staff with ongoing computer enhancements, while also assisting with data clean up.
- Green Valley Justice Court received funding for a part-time clerk to ensure the efficiency of case processing. Job duties included: issuing arrest warrants, validating warrants monthly from several law enforcement agencies, correcting MVD errors identified by the electronic transmission, correcting errors on the AOC monthly statistical report, and other tasks.

Pinal County

Pinal County continues to use Fill the Gap funding for a portion of the salary and benefits of judge pro tempore, commissioners, judicial assistants, clerks and bailiffs for the superior court and clerk of court to maintain operations and effectively manage and support criminal case processing. Pinal County continues to work with stakeholders to support the use of a pre-arraignment Early Disposition Court and Probation Revocation Court Calendars and experiences a positive outcome with expediting case disposition. The Early Disposition Court docket moves less complex and lower-level felony cases from traditional judicial dockets to a docket which establishes firm limits on the number of court settings per case. The Probation Revocation Court Docket removes probation revocation cases from the calendars of full time criminal court judges and consolidates them for more efficient processing. Fill the Gap funds are also used to pay for the county's ACAP support and maintenance fees which include the support of their case management system. In fiscal year 2016, 62% of felony cases are being disposed of within 90 days, while 79% of cases are being disposed of within 180 days, and 100% of cases disposed of within 365 days, with an average of 112 days to adjudicate all criminal felony cases.

Santa Cruz County

The Superior Court and Clerk of the Court in Santa Cruz County continue to use Fill the Gap funds to expedite felony case processing by improving the allocation of the court's workload. Funding provided for the salary of one deputy clerk, sound enhancement equipment in two superior court courtrooms, and interpreter credentialing expenses. The deputy clerk covers all criminal matters for three local superior court judges and visiting judges assigned to Santa Cruz County on a weekly basis. The criminal clerk also serves as the Assistant Jury Commissioner and is responsible for all scheduling, calendar maintenance, questionnaires, and summoning of jurors for service and processing jury payments. The installation of two wireless microphones for two Superior Court courtrooms allows parties, attorneys and court interpreters to hear the jurors during the jury selection process and for transcripts to be more easily made, which will eliminate unnecessary delays. As of February 2016, the Superior Court requires that anyone interpreting in the Court have training to do so. The Court will bear this cost for contract interpreters as they earn their credentialing. In fiscal year 2016, 36% of felony cases are being disposed of within 90 days, while 71% of cases are being disposed of within 180 days, and 96% of cases are disposed of within 365, with an average of 185 days to adjudicate all criminal felony cases.

Yavapai County

Yavapai County utilizes Fill the Gap funding to maintain operations through: two part-time pro tempore judges, a judicial assistant, a clerk, other judges pro tempore and staff when needed, an IT program manager, and travel and training expenses for court staff. Two judges pro tempore heard approximately 1,870 cases in fiscal year 2016. The program manager was integral to coordinating with justice and municipal courts, and state and county personnel, to improve efficiency and public service of court technology. In fiscal year 2016, 70% of felony cases are being disposed of within 90 days, while 84% of cases are being disposed of within 180 days, and 94% of cases are disposed within 365 days, with an average of 74 days to adjudicate all criminal felony cases.

Yuma County

In Yuma County the focus has been on processing, collecting and analyzing criminal case data for effective criminal case management and to expedite criminal case processing. Fill the Gap funds personnel whose primary responsibilities are to process criminal cases and to collect, analyze and report criminal case data. Fill the Gap funded a portion of salaries for a judge, the caseload manager, and a mental health coordinator for the superior court; and a clerk and data entry control specialist for the clerk of court. Yuma also continues to participate in a court performance measurement system initiative designed by the National Center for State Courts to improve and expedite criminal case processing. In fiscal year 2016, 26% of felony cases are being disposed of within 90 days, while 74% of cases are being disposed of within 180 days, and 96% of cases are disposed with 365 days, with an average of 162 days required to adjudicate all criminal felony cases.

Collections Efforts

The Fines/Fees and Restitution Enforcement (FARE) Program is a successful statewide initiative of the Arizona Judicial branch developed in 2003 to assist local courts with enhancing the enforcement of monetary court orders. The program is a public/private partnership between the Administrative Office of the Courts, a private collections vendor, local courts, the Arizona Motor Vehicle Division, and the Arizona Department of Revenue.

Collection services performed by the vendor include: reminder and collection notices, electronic skip tracing, interactive voice response line (IVR), web based payments, collection calls performed by multiple subcontracted vendors and referrals to the Motor Vehicle Division's Traffic Ticket Enforcement Assistance Program (TTEAP). The TTEAP enforcement tool prevents defendants with outstanding court obligations from re-registering their vehicle(s) until all court financial obligations are satisfied.

The Debt Setoff Program is an additional component of the FARE Program which permits state tax refund interceptions on delinquent cases.

The FARE Program resulted in the recovery of \$61.6 million dollars in fiscal year 2016, which was the result of \$46.6 million dollars collected via vendor services and \$15 million in state tax refund interceptions. Other notable achievements include: \$12 million dollars accepted via the payment website and IVR line, 136,323 new case submissions, 30,936 vehicle registration holds and 29,055 registration releases.

Conclusion

Participating local courts and the AOC administer and enhance programs that aid courts with implementing long term solutions to improve criminal case processing and the enforcement of court orders. In fiscal year 2016, Fill the Gap funding provided resources to advance technology and streamline case processing. Collecting and analyzing criminal case data has proven to be effective with early case management and to expedite

workflow. Technology has been a key to improving the court's access to more user-friendly data for all aspects of criminal case processing, including early case dispositions. The gains made so far in Arizona mark significant progress towards achieving swift, fair justice through Arizona's justice system.

Timely criminal case disposition is critical to public safety, protection of victims' rights, restitution collection and addressing systemic issues, e.g., jail overcrowding, congested court calendars, etc. Fill the Gap dollars help courts and justice agencies deliver best practices in all of these critical areas.